

16 February 1988

JUDGE:

RE: Discussion with New SIS Officers,  
19 February 1988  
NIC Conference Room 7 E 62  
2:30-3:00

You are scheduled to welcome new members of the Senior Intelligence Service into the cadre of future leaders, to present some of your ideas about leadership in the Agency, and to discuss what is expected from members of the Senior Intelligence Service in helping to accomplish your plans for the Agency.

You will meet with 21 new members of the Senior Intelligence Service just before they participate in a week-long training seminar--the focus of the seminar is executive leadership. Specifically, the participants will be looking at effective and ineffective leadership. They will examine successful leaders to determine what made them successful. They will also look at leaders who got in trouble to see if and how they got back on track. In addition, participants will look at ethics and values in organizations.

During the week, the participants will hear from two outside speakers: Dr. Robert O. Slater, Chair of the Education Leadership Seminars, U.S. Department of Education; and Dr. Frank Nowak, Director of Post-College Professional Education, Carnegie-Mellon University. Dr. Slater and Dr. Nowak will address what it means to be a leader in their respective organizations. Dr. Slater will also discuss recent studies on effective leaders in the United States.

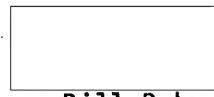
The 19 men and two women represent all the Directorates. They range in age from 37 to 57 years old--median age is 48. Their length of time in the Agency is also varied--from 7 to 29 years. Their overseas service varies from no time overseas to 15 years. Four of the 21 hold PhD's, four hold master's degrees, 11 have bachelors, and two people have no college degree.



The Office of Training and Education (OTE) states that its goals for the course are to provide the participants with access to senior officers in the Agency, to allow them to talk to senior officers in an informal way, and to meet each other and find out what is going on in other offices. Additionally, OTE hopes that the Executive Seminar will encourage the new SISers to begin to think globally about the Agency, to begin to appreciate the "big picture," and move beyond their individual contributions as experts in specific fields.

Because all of the new members of the SIS will have heard your address on 12 January, they will be familiar with the themes you presented in that speech. I suggest that you discuss leadership in general, reinforce your position on the importance of minority recruitment and advancement, make a reference to the new DS&T Career Development Assignment Program, and conclude by mentioning the issues to be discussed at the Senior Manager Off-Site Conference. I will also be meeting with the group on 24 February, during their week of training, and will discuss the role of the Office of Public Affairs.

STAT



Bill Baker

Attachment:  
Proposed outline

PROPOSED OUTLINE  
BY  
WILLIAM H. WEBSTER  
DIRECTOR OF CENTRAL INTELLIGENCE  
BEFORE THE  
NEW SENIOR EXECUTIVES  
FEBRUARY 19, 1988

INTRODUCTION:

I UNDERSTAND THAT DURING THE COMING WEEK YOU WILL BE DISCUSSING EXECUTIVE LEADERSHIP--CERTAINLY AN IMPORTANT ISSUE. THIS AFTERNOON I WANT TO MAKE SOME OBSERVATIONS ABOUT LEADERSHIP GLEANED FROM MY EXPERIENCE IN BOTH THE PRIVATE SECTOR AND GOVERNMENT AND TO DISCUSS SOME OF THE IMPORTANT ISSUES FACING US IN THE AGENCY IN THE COMING MONTHS.

THE SUCCESS OF ANY ORGANIZATION DEPENDS ON STRONG LEADERSHIP.

- ABILITY TO ATTRACT AND KEEP TOP PEOPLE.
- ABILITY TO MOTIVATE PEOPLE.
- NEED TO HAVE SHARED GOALS THAT ARE CLEARLY DEFINED.
- NEED TO RECOGNIZE AND DEFEND THE PROFESSIONALISM OF THE ORGANIZATION.

SUCCESS DEPENDS ON BUILDING A STRONG INTERNAL MANAGEMENT SYSTEM.

- SUCH A SYSTEM SHOULD NOT BE IMPOSED ON AN ORGANIZATION FROM THE OUTSIDE BUT SHOULD BE AN INTEGRAL PART OF IT.
- SYSTEM SHOULD PROTECT THOSE WHO WORK FOR THE ORGANIZATION BY PROVIDING A CLEAR SENSE OF WHAT IS EXPECTED AND WHAT IS UNACCEPTABLE.
- SYSTEM SHOULD RECOGNIZE AND REWARD TOP TALENT.
- SYSTEM SHOULD ENCOURAGE PEOPLE TO SPEND SOME TIME WORKING OUTSIDE THEIR AREA OF EXPERTISE.

THROUGHOUT MY CAREER IN PUBLIC SERVICE, I HAVE STRONGLY BELIEVED THAT ANY PUBLIC INSTITUTION--IN ORDER TO BE EFFECTIVE AND FAIR--MUST REFLECT THE SOCIETY OF WHICH IT IS A PART. HERE AT THE CIA OUR AFFIRMATIVE ACTION RECORD OVER THE PAST FEW YEARS SHOWS GAINS IN

SOME AREAS. BUT THERE ARE MANY OTHER AREAS WHERE I WANT TO SEE MORE PROGRESS. I EXPECT TO SEE:

- MORE MINORITIES IN OUR PROFESSIONAL WORK FORCE.
- INCREASES OF BOTH WOMEN AND MINORITIES IN THE MIDDLE AND SENIOR LEVELS OF MANAGEMENT.

(YOU MAY WISH TO REFER TO THE GAINS MADE IN MINORITY RECRUITMENT AND DEVELOPMENT DURING YOUR TENURE AS DIRECTOR OF THE FBI.

- DEVELOPMENT OF NATIONAL RECRUITMENT OFFICE TO ENABLE FBI TO COMPETE MORE EFFECTIVELY FOR QUALIFIED MINORITY AND WOMEN APPLICANTS.
- INCREASES IN NUMBERS OF WOMEN AND MINORITIES WHO ENTERED PROFESSIONAL RANKS

-- THERE ARE 798 WOMEN AGENTS IN THE FBI TODAY.  
COMPARED TO 94 IN 1978.

-- THERE ARE 400 BLACK AGENTS IN THE FBI TODAY,

COMPARED TO 144 IN 1978; 444 HISPANIC AGENTS TODAY,

COMPARED TO 155 IN 1978, 114 ASIAN AMERICAN AGENTS

TODAY, COMPARED TO 34 IN 1978.)<sup>1</sup>

JUST TODAY AT EVAN HINEMAN'S STATE OF THE DIRECTORATE SPEECH, WE HEARD ABOUT THE NEW CAREER DEVELOPMENT ASSIGNMENT PROGRAM DEVELOPED BY THE DS&T. THIS PROGRAM FOR GS 13-15 LEVEL OFFICERS ALLOWS EMPLOYEES TO DEVELOP SKILLS IN AREAS OUTSIDE THEIR FIELD OF EXPERTISE. THE PROGRAM OFFERS DS&T EMPLOYEES A ONE YEAR ROTATIONAL ASSIGNMENT OUTSIDE THEIR OWN OFFICE, BUT WITHIN THE DIRECTORATE.

- CAREER DEVELOPMENT ASSIGNMENT PROGRAM IS VOLUNTARY.
- EACH OFFICE WITHIN THE DS&T WILL IDENTIFY JOBS THAT COULD BE FILLED BY SOMEONE FROM ANOTHER OFFICE.
- A BOARD OF SENIOR DIRECTORATE MANAGERS WILL MAKE THE SELECTION FROM AMONG THOSE OFFICERS WHO APPLY.<sup>2</sup>

SOME OF THE ISSUES I'VE MENTIONED--PERSONNEL PRACTICES AND  
EMPLOYMENT--ARE AMONG THE ISSUES I'LL BE DISCUSSING WITH THE SENIOR  
MANAGERS OF THE AGENCY AT THE OFF-SITE CONFERENCE AT THE END OF THIS  
MONTH. WE WILL ALSO BE CONSIDERING:

- RESOURCES AND REQUIREMENTS: ARE WE TRYING TO DO TOO MUCH?
- EXECUTIVE MANAGEMENT: HOW DO WE INTEGRATE THE DIRECTORATES  
TO THINK AND ACT AS ONE AGENCY? HOW DO WE PREPARE PEOPLE  
FOR SENIOR MANAGEMENT POSITIONS?
- FUNDS: HOW DO WE SAFEGUARD RESEARCH AND DEVELOPMENT FUNDS  
FROM BUDGET CUTS? <sup>3</sup>

(YOU MAY WISH TO ANSWER ANY QUESTIONS THE PARTICIPANTS MAY HAVE,  
OR YOU MAY ASK THEM WHETHER THEY HAVE ANYTHING TO ADD TO THOSE  
ISSUES THAT WILL BE DISCUSSED AT THE OFF-SITE CONFERENCE).

FOOTNOTES

1 The numbers of minority and women agents recruited and trained for professional positions in the FBI came from information prepared by the FBI.

2 A description of the DS&T Career Development Assignment Program was provided by [redacted], Executive Assistant to the Deputy Director for Science and Technology. The Career Development Assignment Program will be part of the DS&T State-of-the-Directorate address that Judge Webster will hear on the morning of February 19.

3 Themes for the Off-Site Conference were announced in the DCI staff meeting on 27 January.

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